

# 2017 ANNUAL REPORT

## A FOUNDATION FOR THE FUTURE

### EXPANDED OUR REACH

**38** DISTRICTS SERVED **1,250** LEADERS SUPPORTED

**550,510** STUDENT LIVES TOUCHED



In FY17, we expanded our reach to serve the leaders and students who need us the most. Half of our BCLS partners serve student populations with 75% or more children qualifying for free and reduced lunch. This marks a 6% increase from the previous 3-year average.

The importance of reaching leaders of students in poverty cannot be overstated. Research is clear; leaders make the most profound difference in shifting school culture and improved instruction for schools that serve students in poverty.

### CONSTRUCTED OUR COACHING MODEL

In FY17, we convened coaching experts in Georgia and beyond to define the playbook and signature levers of our coaching model. Our model leverages side-by-side coaching and draws leaders into changing their leadership behavior through a cycle of practice, feedback, and reflection that ends when the leader can describe how and why they have changed.

While every coaching relationship is unique, our research-based approach reduces variance in coaching quality across our work, as coaching is a critical aspect of Aspiring Leaders, Base Camp and Leadership Summit, and our grant-funded partnerships.

#### BENEFITS OF COACHING

- Build confidence and jumpstart momentum by learning and practicing new leader moves.
- Breakthrough old habits and develop compliance-busting leadership competencies.
- Become better leader of self and others by cultivating curiosity, empathy and humility.
- Close self-identified leadership gaps.

### ELEVATED OUR BRAND



We launched #GLISiChat, our very own Twitter chat series exploring hot topics in education leadership. We hosted two chats in FY17, which collectively generated over 4,000 impressions.

In FY17, we presented our in-house research at national and state education conferences including University Council for Educational Administration; Georgia Charter Schools Conference; GOSA Innovation Summit; and Westminster Center for Teaching Leadership Retreat, raising our visibility among more than 3500 education leaders across the country.



We participated in three radio interviews with WABE education reporter, Martha Dalton, and served on an expert panel during WABE's Education Town Hall meeting.

Our team won two gold prizes in the Georgia School Public Relations Association's (GSPRA) annual publication, photography, and electronic media contest for our 2015 Annual Report and 2016 Base Camp and Leadership Summit marketing campaign.



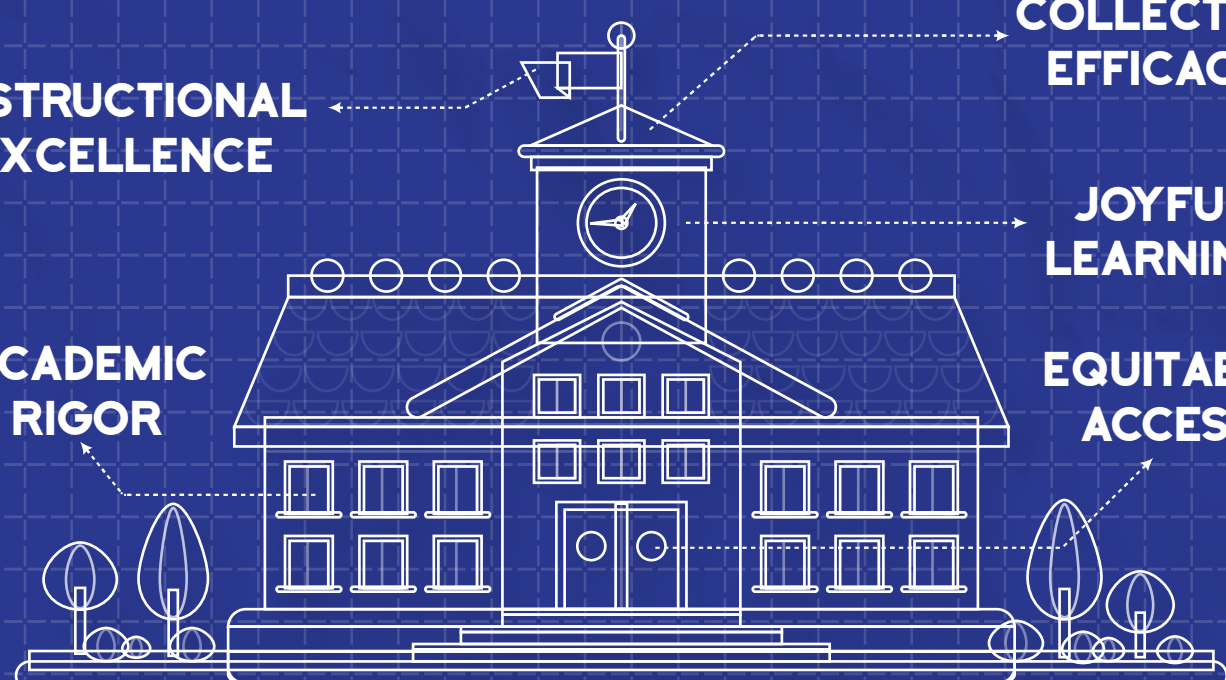
GLISI's mission is to develop world class education leaders who advance student achievement and organizational effectiveness. What does organizational effectiveness look like in schools, and what skills and dispositions are required to lead toward this reality?

This report is a snapshot of a year in which we leveraged lessons learned from our 16-year history to answer these questions and lay an even stronger foundation for our work and Georgia's future: a future where leaders are stronger, school cultures are healthier, and students' futures are brighter.

## WE ARE BUILDING SCHOOLS OF..

INSTRUCTIONAL EXCELLENCE

ACADEMIC RIGOR



SUPPORTED BY EFFECTIVE DISTRICT LEADERS

COLLECTIVE EFFICACY

JOYFUL LEARNING

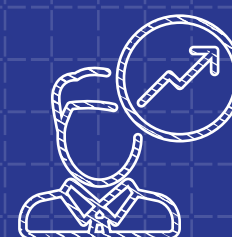
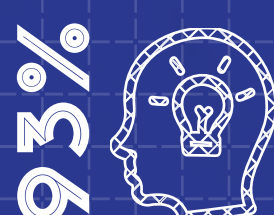
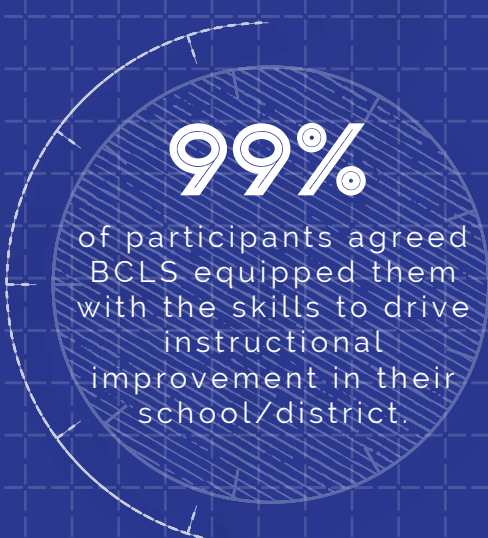
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### CEMENTED OUR LEGACY



In FY17, we celebrated the 50th cohort of Base Camp and Leadership Summit (BCLS), marking the occasion with a reception attended by former Gov. Roy Barnes, 2016 Georgia Superintendent of the Year, Scott Cowart, and 2017 Georgia Principal of the Year, Stephanie Johnson. We also supported a record-high **525 teachers and leaders** across a record-high **30 district teams**, offering an enhanced experience for attendees by adding more on-site coaching support ahead of attending, providing a dedicated coach to each team, personalizing support to the data and problems of practice each team or school is working on, and deepening the focus on collaboration and effective team building. These feats reaffirm the 15-year legacy of excellence and continuous improvement GLISI has established since our founding, a legacy that reverberates across Georgia through the nearly **7,000 leaders** and **119 districts** who have benefited from BCLS and are now making a positive impact on students, schools, and communities.

#### BASE CAMP AND LEADERSHIP SUMMIT LEARNING GAINS



### SCAFFOLDED LEADERSHIP

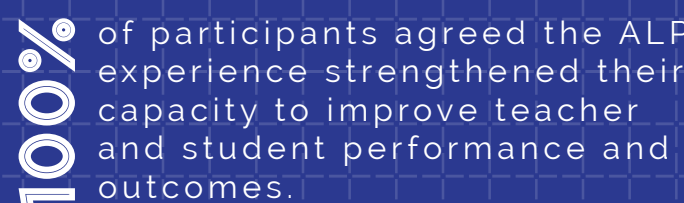
#### ASPIRING LEADERS PROGRAM

In FY17, our team began redesigning the delivery model of the Aspiring Leaders Program to ensure even greater alignment with research on effectively growing leaders as part of the day-to-day work of the district and vision of district leaders. Improvements include more opportunities for hands-on practice and the pairing of aspiring leaders with incumbent leaders to help lead actual school improvement initiatives. The cornerstone of this work is the leadership development competency model, a set of clearly defined, district-specific leadership essentials designed by current leaders to serve as a foundation for selecting and preparing aspiring leaders.



**83** ASPIRING LEADERS GRADUATES

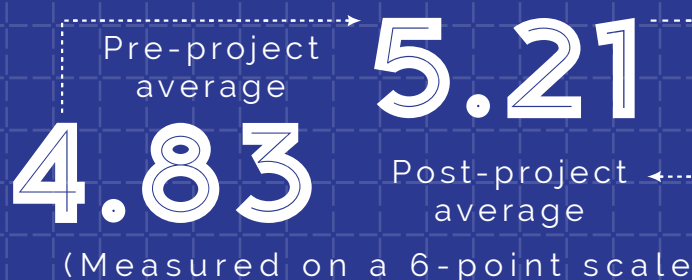
20% more than 2016



#### TRANSFORMING CULTURE, LEADERS & LEARNING (TCLL)

In FY17, we partnered with Meriwether, Murray, and Washington Counties to grow school and district leaders together to change teaching culture district-wide. This work, generously supported by the Dobbs Foundation, draws on our proven model of team-based training + on-site coaching + technical assistance for district leaders to change how adults work and learn together, in order to change teaching and student learning. Early indicators show:

#### IMPROVED PERCEPTIONS OF CULTURE



#### A DEEPER POOL OF QUALIFIED LEADERS

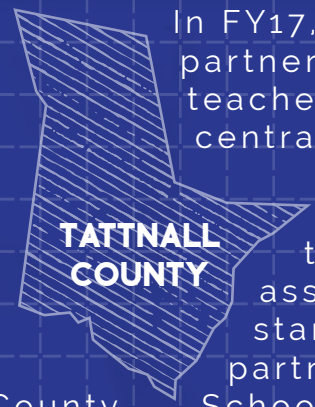
**+92** total school and district leaders trained how to lead data-driven, team-based school improvement process.

### HONORED OUR LEADER



We celebrated the 10-year legacy of our outgoing Executive Director Gale Hulme, deeply inspired to cement values of excellence, grace, and commitment to leadership into the foundational structures of our organization and carry forward the torch of developing world-class education leaders for all students in Georgia.

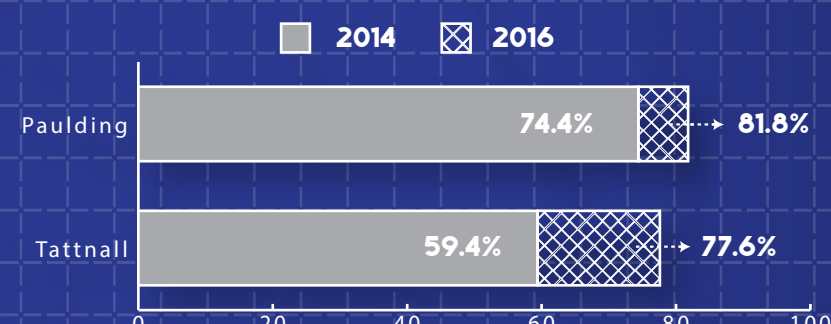
### DEEPEENED OUR PARTNERSHIPS



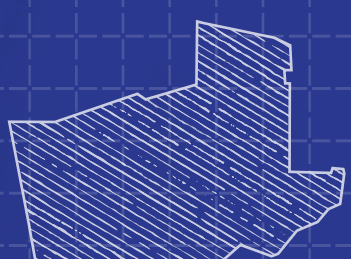
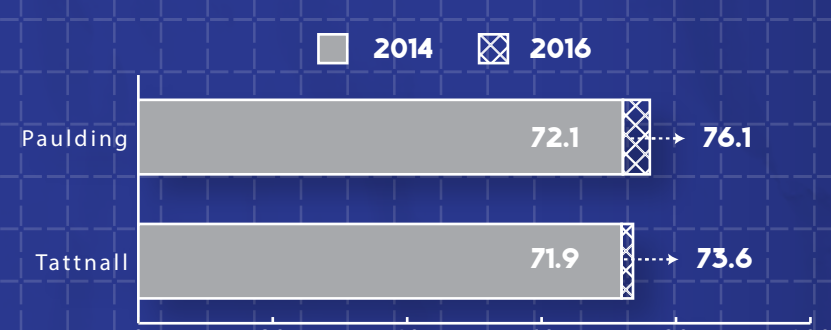
In FY17, we deepened our partnerships with teams of teachers, school leaders, and central office staff in districts across Georgia through on-site coaching, training, and technical assistance. Two of our stand-out, long-term partnerships were with Tattall County Schools and Paulding County School District, where we supported positive changes in their district cultures, as well as positive gains in CCRPI scores and Cohort Graduation Rates. Our team leveraged a learning laboratory model that utilizes practice opportunities, feedback, coaching, and follow-up to help both systems strengthen their performance cultures. For three years, we served as a critical partner to these districts, augmenting their Base Camp and Leadership Summit attendance with in-district support to enhance their everyday leadership practice and position them for enduring change. The two-pronged approach yielded transformative results, including improved team meetings, more collaborative planning, and the use of impact checks meetings to measure and monitor progress toward goal. These partnerships reinforced what we already knew: substantive change does not happen overnight. It requires continuous and focused work.



#### COHORT GRADUATION RATE IMPROVEMENT



#### CCRPI SCORE GAINS



#### CARROLL COUNTY SLP

In year four of our five-year partnership with the Carroll County School System, we advanced the partnership's goal of accelerating the transformation of the district's high schools through innovative school-level leadership. Through practice-based coaching, leadership development sessions, and strategic instructional interventions, we saw gains in cohort graduation rate and academic and career readiness measures such as the CCRPI and the percentage of students enrolled in either AP coursework or dually-enrolled in college credit-earning courses.

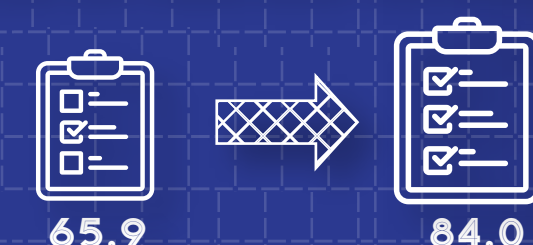
#### COHORT GRADUATION RATE INCREASE



#### AP/DUAL ENROLLMENT RATE INCREASE

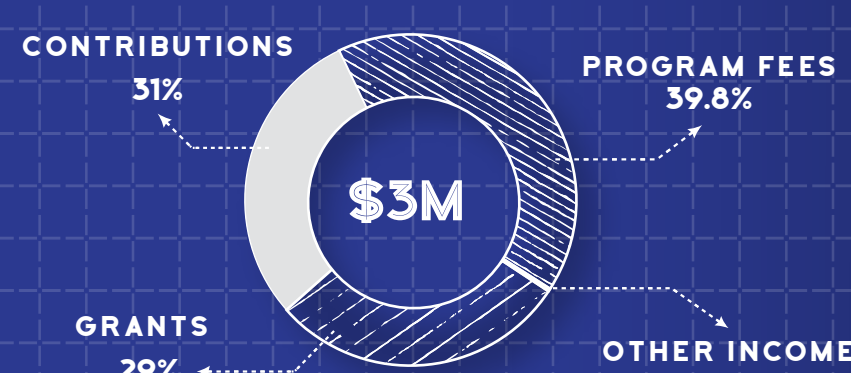


#### COLLEGE AND CAREER READY PERFORMANCE INDEX



### STEWARDED OUR RESOURCES

#### SUPPORT & REVENUE



#### EXPENSES

